

TAB

ROUTING AND RECORD SHEET

INSTRUCTIONS.—Officer designations should be used in the "TO" column. Under each comment a line should be drawn across sheet and each comment numbered to correspond with the number in the "TO" column. Each officer should initial (check mark insufficient) before further routing. This Record and Routing Sheet should be returned to Registry.

FROM:

OTR/MTD 2761
2017 Alcott 2023 Alcott

NO.

25X1A9a

DATE

31 March 1954

TO—	ROOM NO.	DATE		OFFICER'S INITIALS	COMMENTS
		RECEIVED	FORWARDED		
1. [REDACTED]	T 31 3				Class schedule from MTD which you requested.
2.					[REDACTED]
3.					
4.					
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15.					

MANAGEMENT COURSE A

Schedule (through June 1954) *

#5	26 April - 7 May	(GS 12-14)
#6	17 May - 28 May	(GS 11-13)
#7	14 June - 25 June	(GS level not decided upon)

Enrollment

Minimum - 8
Maximum - 20

Prerequisites

No prerequisites. Desirable to have had the $4\frac{1}{2}$ hour Human Resources Program.

Grade levels range from GS 11-15. Specific levels within the range for each presentation.

Registration

Opening date - Open continuously for subsequent courses.
Closing date - Wednesday preceding the beginning of the course.

Testing

None

* Schedule has not been arranged for period after June because it will depend upon assessment of the course which will be made after 1 July.

MANAGEMENT COURSE B

This course is being planned for GS levels 7-11. It will be a management course with particular attention given to first-line supervision and to human relations. It is still in the planning stage. No date has been set for presenting it as a regular course but it will not be before mid-September 1954.

CLERICAL REFRESHER

Schedule (through December 1954)

#36	5 April	- 23 April
#37	3 May	- 21 May
#38	31 May	- 18 June
#39	28 June	- 16 July
#40	26 July	- 13 August
#41	23 August	- 10 September
#42	20 September	- 8 October
#43	18 October	- 5 November
#44	15 November	- 3 December
#45	13 December	- 31 December (may be two weeks only)

Enrollment

Minimum - 5
Maximum - 16 in Shorthand and Typing
20 in English

Prerequisites

Must have had basic training for typing and shorthand. (Gregg shorthand is taught.)

Registration

Opening date - 10 days preceding the course.
Closing date - Wednesday before the beginning of the course.

Testing

Thursday preceding the beginning of the course.

Scheduling

Schedule is arranged and students placed in the appropriate classes on the Friday before classes begin.

CLERICAL ORIENTATION

Schedule

Monday, Tuesday, and Wednesday of each week. * (First two days are for all clerical personnel and the third day is for typists and stenographers only.)

Enrollment

All that are released from IAB/Personnel.

Other categories are not applicable.

* The days on which this program is conducted may be changed in the near future.

CLERICAL REORIENTATION

Schedule (through May 1954) *

#2 8 April

#3 22 April

#4 6 May

Enrollment

Minimum - 10

Maximum - 20

Prerequisites

None

Registration

Opening date - Open continuously for subsequent courses

Closing date - Friday preceding presentation of the program.

Testing

None

* This is a new program and further scheduling will be done upon request.

CLERICAL INDUCTION

Following a one-week schedule at present which includes classes in Typing I and II, Shorthand, Transcription, Grammar, Word Usage, Punctuation and Capitalization, and Geography. Attendance at these classes depends upon status of clearance at EOD date and/or meeting of Agency qualifications.

Other categories not applicable.

HUMAN RESOURCES PROGRAM

Four and one-half hour program is presented on request to the various offices in the Agency.

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Approved For Release 1999/09/10 : CIA-RDP78-03362A000200050013-8

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ATTACHMENT: Detailed Coverage, Management Course At March 1954

1. 1-2 March: Organizing. (8 hours). Function and organization; definition of mission, the bases for specialization; means of clarifying line and staff; the bases for organization in CIA. Informal organization; where it occurs; in what forms; what the manager's responsibility is in connection with it. Examples.
2. 3-4 March: Planning. (6 hours). Administrative planning in the Agency; basic requirements and characteristics of plans within Agency policy. Planning in terms of people. Changes in scope, process and purpose of plans from one organizational level to another, and from one stage to the next. The media of planning: budgets, staff meetings, conferences, job analysis, work-ahead schedules, long-range targets. A case study.
3. 4-5 March: Directing. (6 hours). Leadership, authority and supervision. Nature of authority in large-scale organizations; clarity and effectiveness of delegations. Communications in supervision; authority as acceptance and cooperation; forms and psychology of leadership. A quiz for supervisors.
4. 8-9 March: Coordinating. (8 hours). Administration as a coordinating process; communication, within and between units; the special problems of coordination and communication within CIA. Formal and informal means of communication: e.g., chain of command, written policy and procedures, grapevine, other forms of communication. Participation; the multiple management idea; morale and enthusiasm; their possible consequences in output. Analysis of a case.
5. 10-11 March: Controlling. (8 hours). The formal means for management control and follow-up. Measuring results in terms of quantities of output; in terms of policy goals; in terms of quality of output. Common difficulties in maintaining control. Detailed requirements vs. end objectives. Under-control; over-control. The special problem of middle management in CIA. Some common signs of trouble; what to do about them.
6. 12 March: Summary session. (4 hours). Recapitulation: outstanding management problems of CIA as seen by the group; the development of management skills within CIA; the goal, making CIA the best-managed Agency in Government.

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16 March 1954

MEMORANDUM FOR: Participants in the Office of Training
Human Resources Program

SUBJECT: Suggestions for Improvement

1. You have recently participated in the four and one-half hour Human Resources Course presented by the Management Training Division, OTR. During this program, management principles and common management problems were discussed.

2. Though I am sure you have benefited by the presentation and resultant discussions, I do not feel that we should allow the matter to drop and give no more thought to problems which we are aware of and believe need remedial action. I ask, therefore, that you send to me on an "Eyes Only" or less formal basis, as you may desire, any concrete suggestions which may have occurred to you which could help to improve the management practices within the Office of Training.

3. There are some management procedures within CIA over which I have no control, but in my capacity as a member of the CIA Career Service Board. I would be glad to bring your suggestions to the attention of the Board. However, I should like to take action now on those management practices and procedures within the Office of Training which can be implemented without waiting for Agency action.

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MATTHEW BAIRD

Director of Training

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Human Resources Course

Length: one week of four one-hour classes on separate days, plus one half-hour individual conference on individual problems, plus one-hour follow-up meetings at 6- to 8-week intervals

Pre-requisites: top secret clearance; request of line officers of organizational units

Enrollment: up to 18 students

Location: headquarters area

This program is designed to assist personnel with management responsibilities to make the best and fullest use of the individuals under their supervision. The four-hour course treats questions of management in the federal service, principles and problems of management, conditions of effective teamwork, and concrete suggestions for an action program of improvement. Individual conferences and periodic follow-up meetings are designed to deal with management problems of particular interest to specific divisions.

Management Course A

Length: two weeks, four hours a day for ten consecutive days

Pre-requisites: top-secret clearance

Enrollment: up to 18 students

Location : headquarters area

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This is a c [REDACTED] academic course on the functions and principles of management for supervisors in the Agency, with a view to better utilizing and conserving the human and physical resources of the Agency through efficient management. It is aimed at the basic management problem of coordination, with the emphasis on case studies, discussion, and project reports based on on-the-job management experience.

MANAGEMENT COURSE A

Length	Forty hours
Prerequisites	TOP SECRET clearance
Enrollment	Twenty students
Location	Headquarters area

This course is designed to instruct executives and supervisors in the functions and principles of management in order to increase the utilization and conservation of human and physical resources through efficient management.

The lectures cover the basic management problems of organizing, planning, directing, coordinating and controlling. Emphasis is given to case studies, discussion, and project reports based on outstanding management problems in CIA.

Classes are conducted ^{each day} for two weeks from 0830 to 1230.

HUMAN RESOURCES

Length	Five and one-half hours
Prerequisites	1. TOP SECRET clearance 2. Request of line officers of organizational units
Enrollment	18 students
Location	Headquarters area

This course is designed to assist personnel who have management responsibilities to make the best use of personnel under their supervision.

The course consists of four one-hour classes given on separate days, one half-hour individual conference and a one-hour follow-up meeting at intervals of six to eight weeks.

The four-hour course covers management in the Federal service, principles and problems of management, conditions of effective teamwork and concrete suggestions for an action program of improvement. Individual conferences and periodic follow-up meetings are designed to cover particular management problems in specific divisions.